

DEPARTMENT OF HEALTH AND HUMAN SERVICES  
THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON  
ORGANIZATIONAL CLIMATE

Human Resource Management Index

Results for Organization Code  
120101

Indian Health Service  
Office of the Director  
Office of Management Support

*Report for the*  
**INDIAN HEALTH SERVICE**  
**(HHS Organization Code 120101)**  
**IHS Headquarters**  
**Office of Management Support**

**This section provides an overall summary of responses from the 77 IHS Headquarters  
Office of Management Support employees who responded to the HRMI 2000 survey.**

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### HUMAN RESOURCE MANAGEMENT (HRM) INDEX

#### *Introduction*

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

- |  |                             |
|--|-----------------------------|
| o Effectiveness of Management Practices    | o Planning and Organization |
| o Employee Feelings About the Organization | o Delegation of Authority   |
| o Use of Employee's Abilities              | o Co-Worker Cooperation     |
| o Group Effectiveness as Seen by Others    | o Performance Feedback      |
| o Morale                                   | o Communication             |
| o Fairness of Management                   | o Operational Efficiency    |
|  | o Climate for Innovation    |
|  | o Need for Change           |

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 20 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

#### *Putting Things in Context*

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

#### *Overall Results*

Based on the responses of 77 employees, the HRM Index for your component was low compared to the total organization surveyed. This means that employees here viewed work processes, policies, procedures, and behaviors less positively than did employees in the organization as a whole. Thus, changes may be warranted. While data on responses to individual questions must be interpreted cautiously, they can provide additional information for problem solving.

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The following areas most contributed to the low Index score. Consider using this data to provide topics for discussion and problem solving on how to improve work management in your component.

Item 11. Is information about what is happening in the organization communicated to your work group in a timely fashion? (Communication)

64% of the employees said there were some delays or that delays were common.

Item 10. When performance is discussed, are members of your work group told of ways to improve their performance? (Performance Feedback)

48% of the employees said they were seldom or almost never told of ways to improve performance.

Item 9. Do the people in your work group share their expertise, knowledge, and skill to help get the work out? (Co-Worker Cooperation)

64% of the employees said that there was only some or little such sharing.

Since the HRM Index is based on employee input, sharing these results with employees is a logical next step. Involving employees in follow-up discussions will help define what these results mean and help determine whether further action is needed. Following up on the results, and involving employees in that process, can lead to higher levels of performance and work satisfaction and can have important long-term benefits for your organization.